with two central concerns of STS, namely the issues of experimentation and cooperation. It also provides interesting insights into the manifold intersections between society, science, art, management studies and the economy. However, it does not relate any of these lines of thought explicitly to STS research, nor did it intend to do so. So STS readers who are interested in similar issues will have to draw their own conclusions. And, at least to my taste, the volume is biased towards an applied design/management/consulting perspective that falls short of a more analytic discussion and wider references to likeminded discourses in STS and beyond. Again, I see that this was not the aim of the book and while I acknowledge the need for such interventions, it is at the same time what limits its potential insights for me.

<p align="center">✳ ✳ ✳</p>

### J. Swan, S. Newell and D. Nicolini, (eds.)
*Mobilizing Knowledge in Healthcare. Challenges for Management and Organization,* Oxford, Oxford University Press, 2016, pp. 288

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The divide between knowing and doing is a central concern in organizational and policymaking debate. In the healthcare sector, where formalized clinical knowledge has become the cornerstone of the Evidence Based Medicine, filling the gap between research evidences and mundane practices is the object of several policy-led initiatives. From the perspective of organizational scholars this gap and the difficulties in addressing is a fascinating matter of concern. The book edited by Swan, Newell and Nicolini does not attempt to provide a conclusive answer to this issue. Rather, editors acknowledge that aiming for a grand unified theory or a recipe of knowledge translation would be pointless. Instead of attempting at describing how knowledge translation *should be done*, the book proposes several empirically-grounded analysis on *how it is done* in a domain where several working practices and knowledge domains intersect and overlap.

The overarching theme of all essays is the rejection of the model of linear transfer of knowledge in favour of its 'mobilization' which requires a shift, to put it with the words of the editors, from "accumulation and transfer of never-ending quantities of new evidence, [to] connections between people, ideas, and practices". The analysis of mobilization requires to be aware of the challenges of the overlapping of organizational, inter-

organizational, professional domains of knowledge and the complexities in mobilizing such knowledge across the boundaries of the various domains of healthcare are nested in each other. In this perspective, knowledge mobilization is not the results of managerial decisions but rather the outcome of the connection of several sites of practices.

The book is organized around four themes/sections: managerial practices of knowledge mobilization; organizational capabilities needed for knowledge mobilization; the networks of professions and practices across which knowledge is mobilized; and how knowledge travels across space and time. While each essay can be read separately, the editors are to be praised for the effort of highlighting the connection among them. Besides the usual general introduction, each section has its how brief introduction which guides the reader into a journey.

A short description of each chapter reveals the richness and breadth of scope of the book.

McGivern and colleagues reflect on how managers that wish to promote knowledge mobilization are influenced by a complex interweaving of norms, interests, cultural habits of the different professional communities. Korica and Nicolini address the issue of which practices the top management puts in place to deal with the uncertainty of knowledge for the decisions they have to adopt proving an ethnographic account of how a top manager of an NHS operating unit promotes knowledge mobilization in a situated context.

The second theme, organizational actions that can support knowledge mobilization, is addressed by Croft and Currie identifying three specific dimensions of this process: the role of systems, the role of socialization and that of coordination. The latter in particular appears as the strategic activity that can improve the mobilization of knowledge in the medical field given the complexity that characterizes this domain. Reay and colleagues discuss the role of the organizational space, considered as the dimension constituted by the relations that convey and change in relation to the knowledge distributed in the network among the subjects and to the organizational learning that follows.

The section about networks of professions and practices is opened by the work of Oborn and colleagues that, through three case studies, investigate the choices made by stakeholders to balance between creating and acquiring new knowledge from diverse partners and forms of knowledge with its exploitation in practice identifying some recurring traits in all cases. Newell and Marabelli describe the results of a longitudinal study developed in Canada aimed at understanding how a network of healthcare facilities set to mobilize the knowledge needed to manage children with complex health needs. D'Andreta and Scarbrough try to deepen these aspects by studying the reality of the National Institute of Health Research, which has a series of centers in Great Britain with branches in different areas of the country (Collaborations for Leadership

in Applied Health Research and Care). Following the contribution of the theory of social networks, they identify the mediation (meeting between different professional groups) and the closure (presence of small groups in which it has been possible to incorporate available knowledge and translate it into health care practices) as the key elements of this dynamic.

The fourth and last theme addressed by the book aims to explore the physical spaces that take a part in the mobilization of knowledge. This last part is introduced by Nicolini and colleagues, discussing the difficulty that innovations often have in propagating in the organizational fields. The accounts from the research field describe how patient safety has been affected by the raising anxiety about the dangers and the reassuring about the appropriateness of the choices adopted. The section ends with the contribution of Robertson and Swan with an exploration of health innovation in the commercial field. This chapter uses a case study that is approached longitudinally to examine how a drug is developed through a complex network work process that draws on specific knowledge mobilization practices.

Drawing mainly from the tradition of practice-based approach, the collection of essays provides a multifaceted perspective at how knowledge is mobilized in healthcare offering a clear illustration of the impossibility to reduce it to a simplistic linear transfer from policymakers or managers down the branches of organizations. Rather, the empirical cases illustrate how different actors have agency and how policies, institutional conditions, organizational forms, capabilities, and situated practices are all part and contribute to shape the complex ecology in which knowledge mobilization occurs.

The richness and variety of points of view offer the readers a perspective whose relevance cannot be limited to healthcare and which can be fruitfully applied to other organizational domains in which knowledge is produced and mobilized. A limit of the book is, in fact, a scant attention for the role of technologies in mobilizing knowledge in healthcare (with the exception for the chapter of Oborn and colleagues) or, maybe, to their role in limiting such mobilization. While exhaustiveness was not the purpose of the book, it is worth noting that leaving technologies and the knowledge embedded out of the picture is problematic. Indeed, Evidence Based Medicine goes hand in hand with the design and adoption of diagnostic and therapeutic technologies (not to mention ICT implemented to foster coordination of different actors across time and space) and such technologies, far from being neutral tools, are inscribed with programs of actions, visions, and preferences dictated by designers, vendors, and policymakers. The analysis of such domains would be important both pragmatically and, most of all, theoretically. It would be interesting to put to the test the overall approach developed in the book extending the ecology of knowledge mobilization to include the technology companies and their products. But this would require a book in its own right.